



Screen 1

Screen Narration:

N/A



Screen 2

Screen Narration:

Welcome! This course is designed to give you a brief overview of each step in the Performance Management Cycle, identify individual responsibilities for leaders, managers/supervisors, and employees within each step, and connect you with the resources available to help you effectively support a performance culture.

Select the "Navigation Tutorial" button to learn how to navigate throughout the course. Otherwise, select the "Next" button and we'll begin.

Overview of Performance Management

Button	Description
	Allows you to navigate to a section in the course. To open the menu, select the arrows. To close the menu, select the arrows in the top right corner of the menu.
	Closes the course.
	Takes you to the course Resources page where you can download a PDF file of all the resources presented in the course, the IC Standards, and a print-based version of the course.
	Enables the closed caption text.
	Shows how much of the course you have completed.
	Takes you to the screen you previously viewed.
	This button toggles between "Play" and "Pause" and will play or pause the audio.
	Takes you to the next screen in the course.

Screen 3

Screen Narration:

The menu button is in the top left corner of the screen.

To open the menu, select the arrows.

Within the menu you will see a list of each section in the course.

To open a particular section, select the section title.

The course will then advance to that section.

To close the menu, select the arrows in the top right corner of the menu.

The rest of the navigation buttons are along the bottom of the screen.

Take a moment to review the information in the table to learn the functionality of these buttons.

When you are done, select the "Next" button to begin the course.



Screen 4

Screen Narration:

The purpose of performance management is twofold and, when implemented correctly, benefits both the individual employee and the organization.



Screen 5

Screen Narration:

First, in terms of benefits to the employee, performance management provides employees with professional and personal growth opportunities, better communication between managers/supervisors and employees, increased clarity regarding their individual job responsibilities and expectations, and increased job satisfaction.

Effective performance management identifies best practices for improving the employee performance management system so that the performance evaluation and award systems fairly reflect performance distinctions and effectively motivate employees.



Screen 6

Screen Narration:

Second, in terms of benefits to the organization, performance management links employee efforts to the strategic goals, values, and priorities of the organization, increases productivity, and provides data by which human capital decisions can be made.



Screen 7

Screen Narration:

The important thing to remember about the performance management cycle is that it is a cycle with each step repeating itself year after year. As such, don't get bogged down or overwhelmed with the steps.



Screen 8

Screen Narration:

Because the cycle repeats, you are naturally going to get better with practice. The main thing is to start implementing, and then take what you learn and make improvements to the next performance evaluation period.

Overview of Performance Management



Screen 9

Screen Narration:

Within the DCIPS performance management phases there are four activities: plan, develop and monitor, rate, and reward.

Here you can see how the first three activities of the DCIPS performance management phases map with the six steps used in this course.

The DCIPS planning activity maps with steps 1 and 2 on the cog.

The develop and monitor activities occur in step 3.

And the DCIPS rating activity maps to steps 4, 5 and 6.

The natural output of the DCIPS performance management cycle is reward which is administered at your organization's level and is not addressed in this overview course. Go to the DCIPS training website link, located in the resource summary section, for more information about the reward phase.



Screen 10

Screen Narration:

Within this Overview course, there are six steps within the cycle. Each step is identified on the model. At the heart of performance management there are five key driving factors: understanding, open communication, trust, respect, and goodwill. These driving factors are integral to all steps of the cycle. To learn more about the responsibilities and resources for one of the steps or the key performance management drivers that apply to all steps, select them on the model.



Screen 11 - Step 1: Align Organization Goals with IC Goals

Screen Narration:

The first step of the performance management cycle is to align individual goals with the goals and priorities of the Intelligence Community, commonly referred to as the (IC) and organizational mission and goals.



Screen 12

Screen Narration:

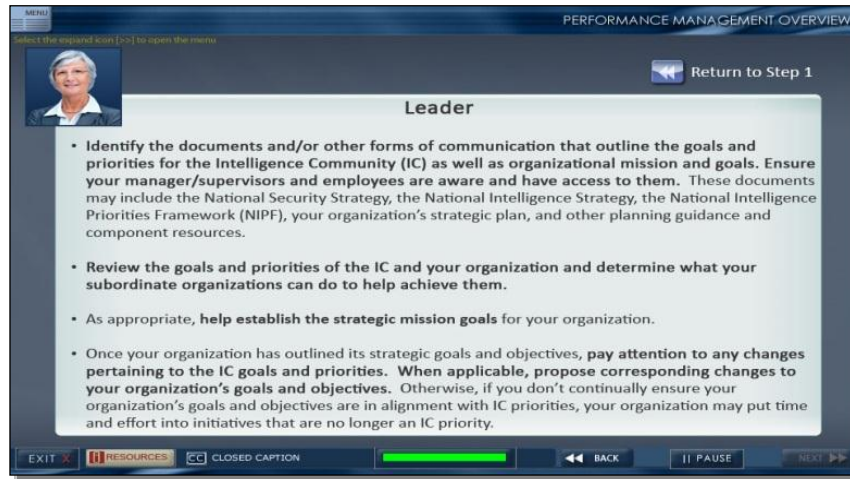
The process of bringing the organization into alignment requires that everyone in the organization be aware of the goals and priorities of the IC and your organization, and, based on their individual realms of influence, offer input as to how the organization will meet objectives. Because goals and priorities can and often do change, this step is a continuous process that happens throughout the performance evaluation period.



Screen 13

Screen Narration:

Select an individual or the resources image to learn more. When you are done, select the “Performance Management” graphic in the top right corner to learn about another step.



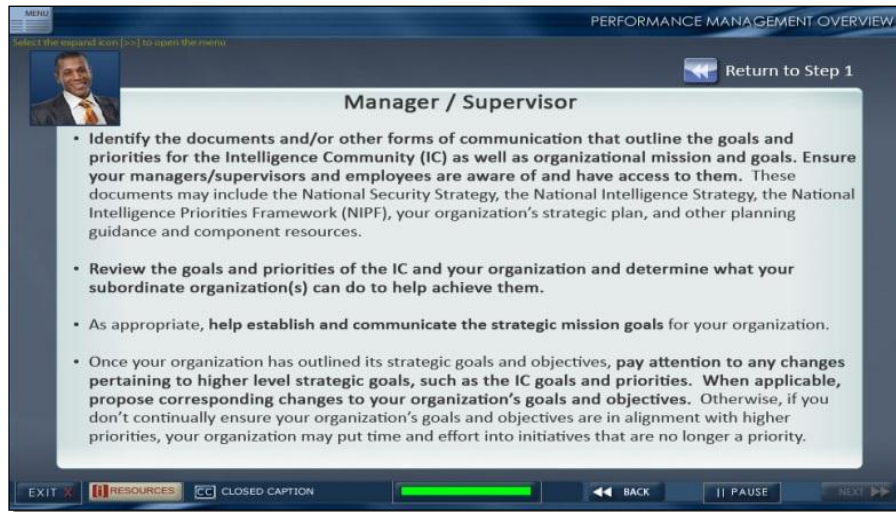
Screen 14

Screen Narration:

As a leader, it's your job to ensure that the strategic goals and objectives of your organization are aligned with the goals and objectives of the IC. Doing this will help to ensure that the individuals in your organization are not only working hard, but working on the things that matter most.

As a leader within the performance management process, you may also be the Performance Review Authority or PRA. In this course, the leader responsibilities include those of the PRA.

Take a moment to read through your responsibilities for this step. When you are done, select the "Return to Step 1" arrow.



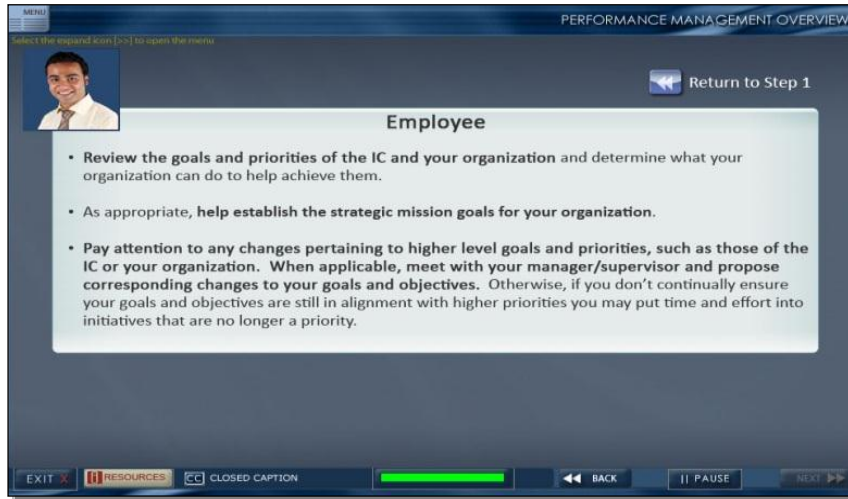
Screen 15

Screen Narration:

As a manager/supervisor, it's your job to ensure that the strategic goals and objectives of your organization are aligned with the goals and objectives of the IC and your organization. Doing this will help to ensure that the individuals you supervise are not only working hard, but working on the things that matter most and appropriate to the work level.

As a manager or supervisor within the performance management process, you may also be the rater or reviewer. The rater is the management official who evaluates the performance of an employee and prepares the evaluation of record. The reviewer is the management official who reviews and approves ratings and narratives to ensure consistency between and among raters. In this course, the terms manager/supervisor include the responsibilities of the rater and reviewer.

Take a moment to read through your responsibilities for this step. When you are done, select the "Return to Step 1" arrow.



Screen 16

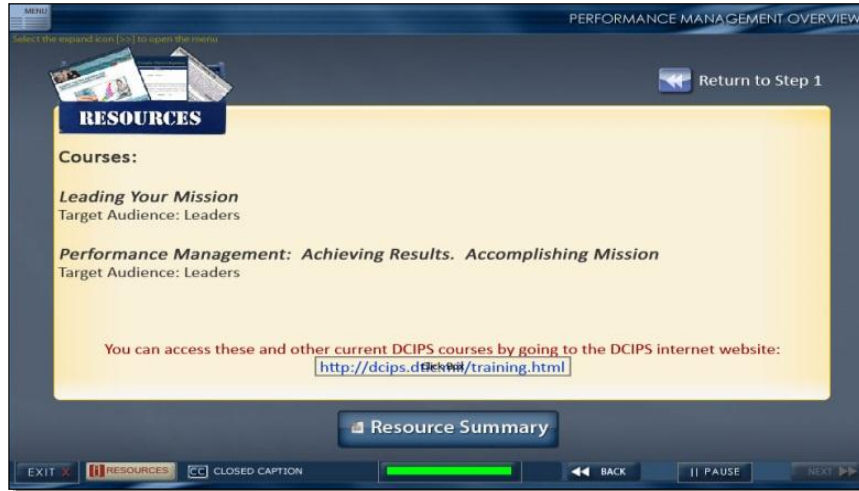
Screen Narration:

As an employee, take the initiative to review the goals and priorities of the IC and your organization and then, where appropriate, help your organization determine how to best meet them.

At a minimum, you can ensure that your individual goals and objectives are aligned with the goals and objectives for your organization.

Within the performance management process there are additional roles your leader, manager, or supervisor may carry out. Sometimes leaders are the PRA. Your manager or supervisor may also be the rater or reviewer. The rater is the management official who evaluates the performance of an employee and prepares the evaluation of record. The reviewer is the management official who reviews and approves evaluations of record to ensure consistency between and among raters.

Take a moment to read through your responsibilities for this step. When you are done, select the “Return to Step 1” arrow.



Screen 17

Screen Narration:

Take a moment to review the course resources for Step 1. When you are done, select the "Return to Step 1" arrow. For a complete list of the resources tied to each step of the Performance Management Cycle, select the "Resource Summary" button.



Screen 18

Screen Narration:

Step 2 happens at the beginning of the performance evaluation period. During this step, managers/supervisors and employees meet to set performance objectives and discuss behavioral expectations that map to performance elements and link to and support the organization's strategic goals and priorities.

Doing this helps ensure that the employee's efforts are aligned with desired mission objectives.

The objectives set should be written to the successful level, appropriate to the work level, reasonable, attainable, and challenge the employee. They should be further tied to the IC Performance Standards.

Two points to keep in mind are that because priorities and/or the mission focus can change, it is important to refine performance objectives and behavioral expectations throughout the cycle as needed.

Additionally, lessons learned from previous cycles can help refine the current cycle.



Screen 19

Screen Narration:

Select an individual or the resources image to learn more. When you are done, select the “Performance Management” graphic in the top right corner to learn about another step.

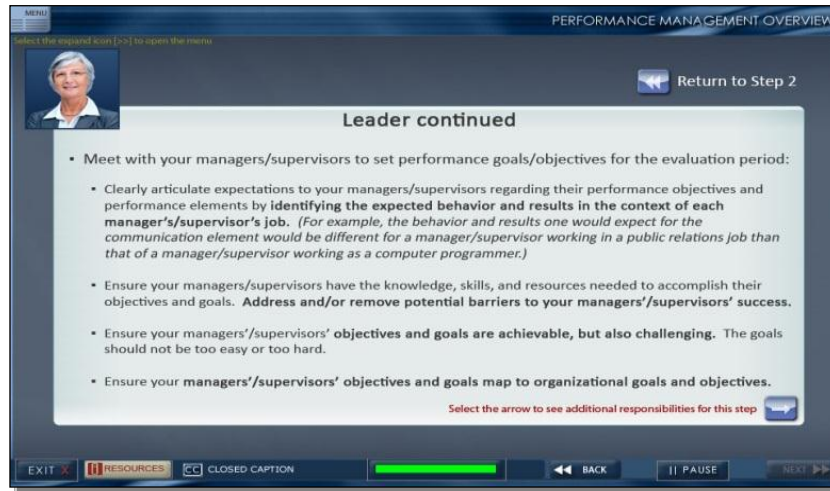


Screen 20

Screen Narration:

Clearly communicating your expectations to your managers/supervisors pertaining to their performance objectives and elements lays the foundation for a robust performance evaluation period and helps you avoid costly mistakes, potential disputes, or hard feelings.

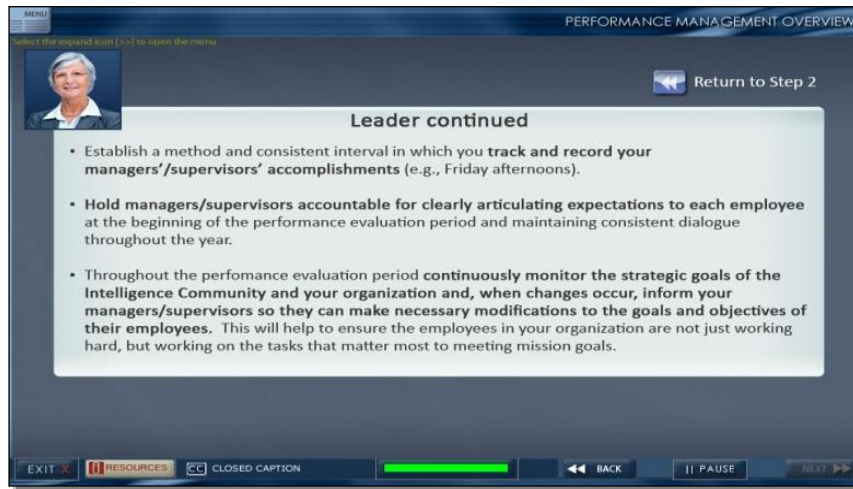
As such, take a moment to read through your responsibilities for this step and consider how you can implement each one. When you are done, select the "Return to Step 2" arrow.



Screen 21

Screen Narration:

N/A



Screen 22

Screen Narration:

N/A

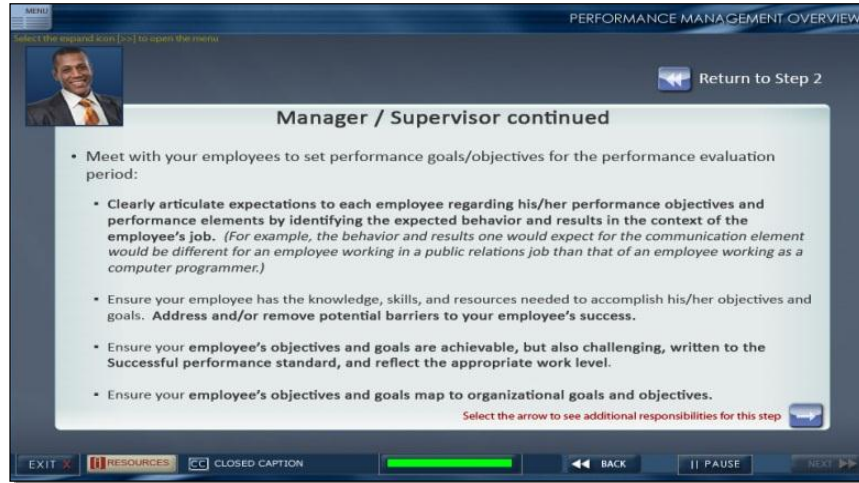


Screen 23

Screen Narration:

Clearly communicating your expectations to your employees pertaining to their performance objectives and elements lays the foundation for a robust performance evaluation period and helps you avoid costly mistakes, potential disputes, or hard feelings.

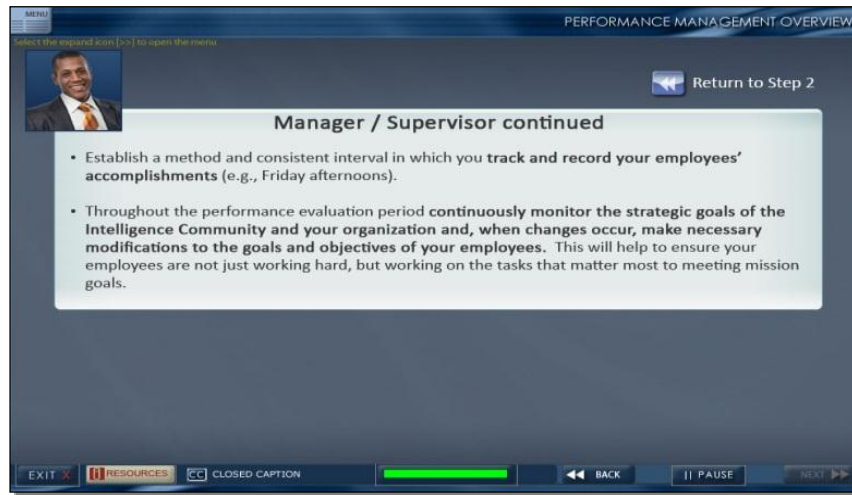
As such, take a moment to read through your responsibilities for this step and consider how you can implement each one. When you are done, select the “Return to Step 2” arrow.



Screen 24

Screen Narration:

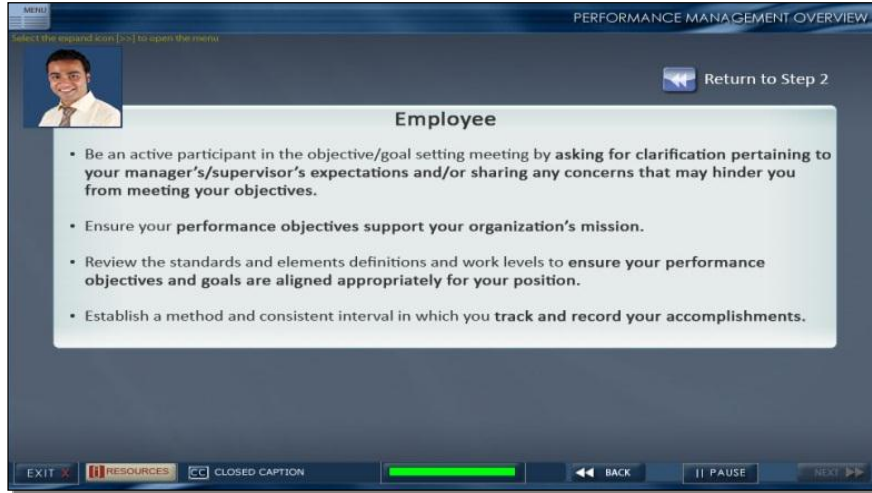
N/A



Screen 25

Screen Narration:

N/A

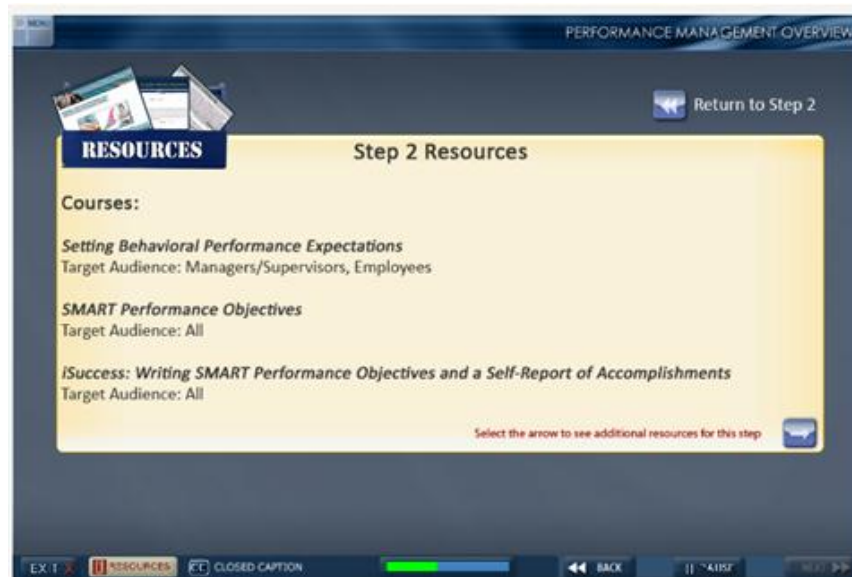


Screen 26

Screen Narration:

Establishing clear expectations for your performance objectives and elements should be a collaborative effort between you, as an employee, and your manager or supervisor.

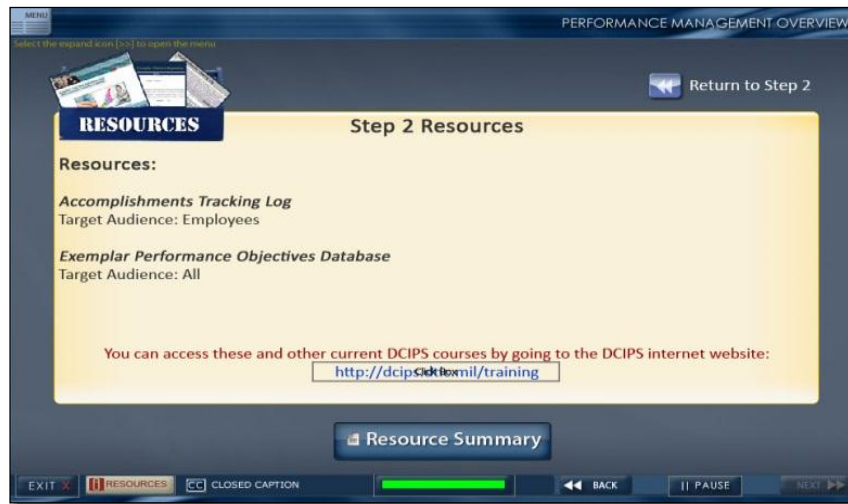
As such, take a moment to read through your responsibilities for this step. When you are done, select the "Return to Step 2" arrow.



Screen 27

Screen Narration:

Take a moment to review the course resources for Step 2. For a complete list of the resources tied to each step of the Performance Management Cycle, select the “Resource Summary” button. When you are done, select the “Return to Step 2” arrow.



Screen 28

Screen Narration:

N/A



Screen 29

Screen Narration:

In the third step of the cycle, managers/supervisors and employees engage in on-going performance discussions and coaching. Performance discussions should be held any time throughout the evaluation period and can be initiated by either managers/supervisors or employees. Performance discussions, in the form of a structured conversation should be initiated as soon as a performance problem develops.



Screen 30

Screen Narration:

However, performance issues are not only about poor performance. It's just as important to give feedback on the things an employee is doing well as it is to give feedback on areas of improvement. Additionally, throughout the year, look for and take advantage of opportunities for teachable moments such as a quick chat in the elevator or when walking to a meeting, or other times where there is an opportunity to help the employee learn something new or have an "ah-hah" moment.



Screen 31

Screen Narration:

Select an individual or the resources image to learn more. When you are done, select the “Performance Management” graphic in the top right corner to learn about another step.



Screen 32

Screen Narration:

As a leader, you have a great opportunity to influence the coaching and feedback the employees in your organization receive by how you model effective coaching and mentoring skills with your managers and supervisors.

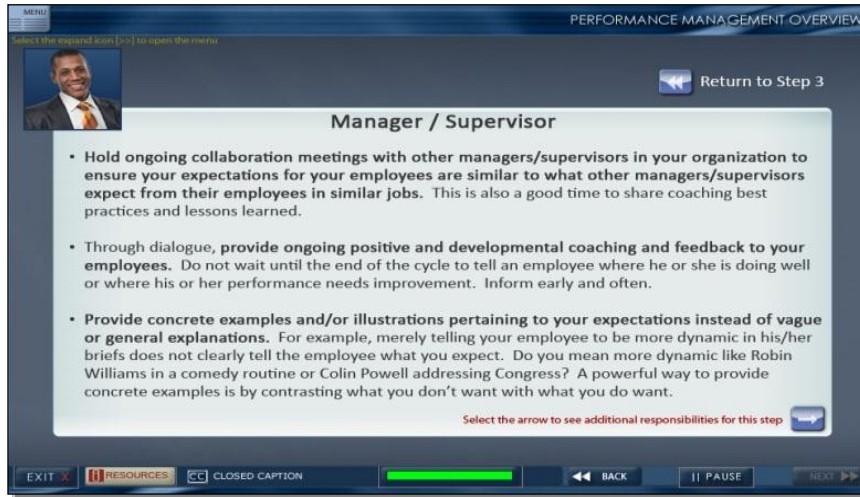
Take a moment to review the responsibilities for this step and consider how you can help create a culture that encourages on-going feedback and coaching. When you are done, select the "Return to Step 3" arrow.



Screen 33

Screen Narration:

N/A



Screen 34

Screen Narration:

Providing on-going feedback pertaining to your employee's objectives and elements and job performance is important for not only ensuring expectations are met, but also for establishing an effective and positive working relationship. As such, take a moment to review the responsibilities for this step and consider how you can use performance coaching and feedback discussions to foster a positive, open environment with your employees.

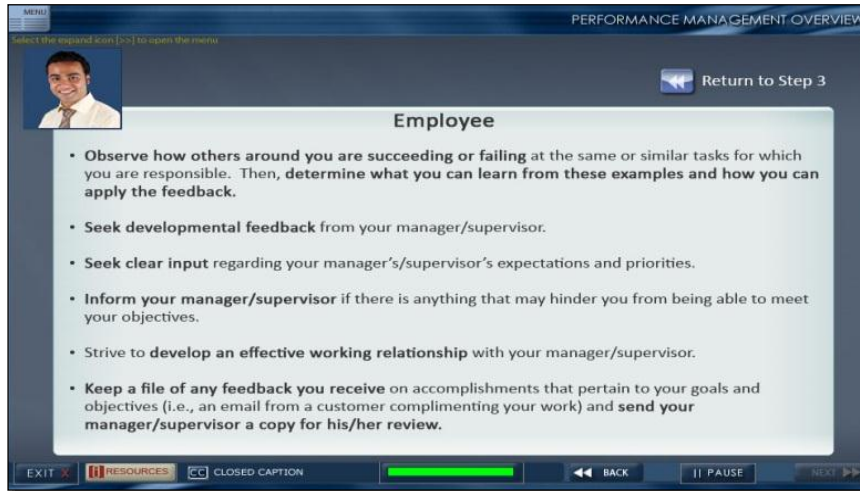
When you are done, select the "Return to Step 3" arrow.



Screen 35

Screen Narration:

N/A



Screen 36

Screen Narration:

You can help establish a positive working relationship with your manager or supervisor by engaging in activities that keep the lines of communication open between the two of you. Take a moment to review your responsibilities for this step and consider how they can help you more effectively communicate with your manager or supervisor.

When you are done, select the "Return to Step 3" arrow.



Screen 37

Screen Narration:

Take a moment to review the course resources for Step 3. For a complete list of the resources tied to each step of the Performance Management Cycle, select the "Resource Summary" button.

When you are done, select the "Return to Step 3" arrow.



Screen 38

Screen Narration:

Step four happens towards the end of the performance evaluation period. During this step, employees are asked to submit a self-report of accomplishments. This report provides employees with an opportunity to describe how they contributed to the organization's mission and ensures their rater and reviewer are aware of their accomplishments pertaining to their performance objectives and elements.



Screen 39

Screen Narration:

Select an individual or the resources image to learn more. When you are done, select the "Performance Management" graphic in the top right corner to learn about another step.



Screen 40

Screen Narration:

You can help set the employees in your organization up for success by ensuring your managers and supervisors communicate your organization's protocols for the employee self-report of accomplishments.

Select the "Return to Step 4" arrow.

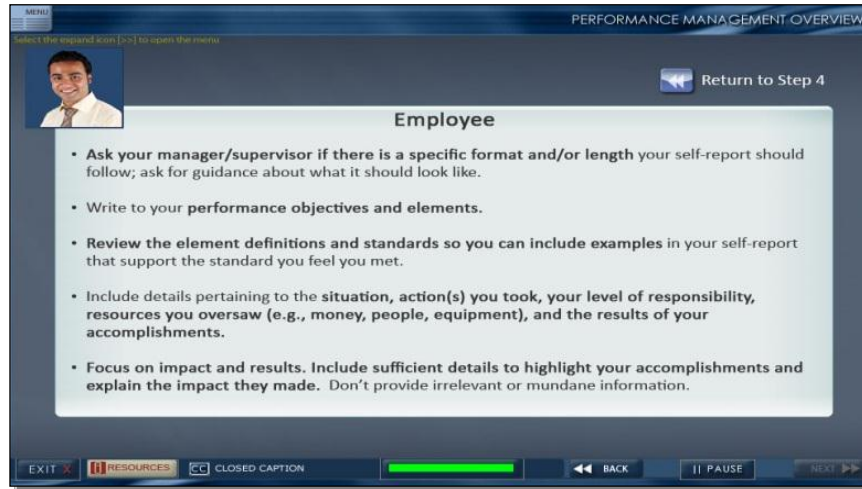


Screen 41

Screen Narration:

You can help set your employees up for success by ensuring that they are aware of your organization's protocols for their self-reports of accomplishments and offering assistance, where needed. Help them identify the training and tools available and support your employees by giving them the time to attend training.

Select the "Return to Step 4" arrow.

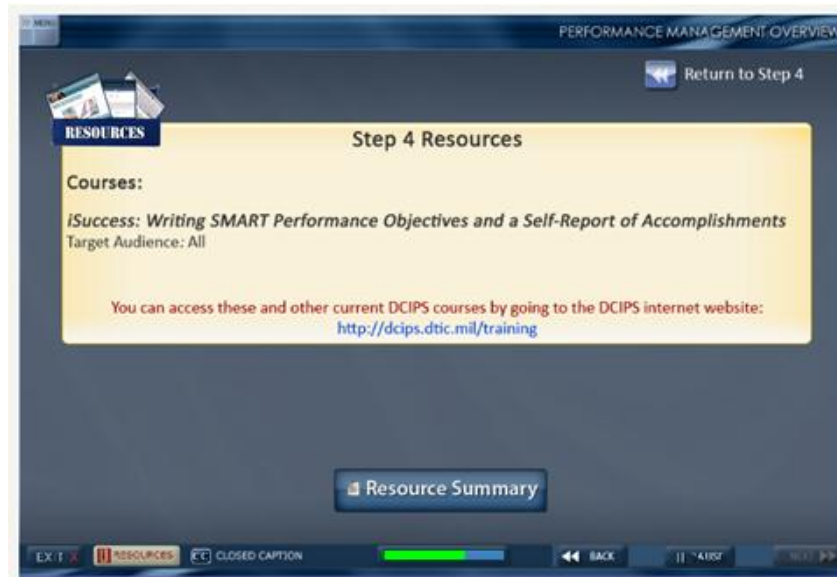


Screen 42

Screen Narration:

Your self-report of accomplishments is your opportunity to ensure that your rater and reviewer are aware of your accomplishments pertaining to your performance objectives and elements. As such, take a moment to review your responsibilities, think about the impact and results of your accomplishments, and consider how you can prepare to write an effective self-report.

When you are done, select the "Return to Step 4" arrow.



Screen 43

Screen Narration:

Take a moment to review the course resources for Step 4. For a complete list of the resources tied to each step of the Performance Management Cycle, select the "Resource Summary" button.

When you are done, select the "Return to Step 4" arrow.



Screen 44

Screen Narration:

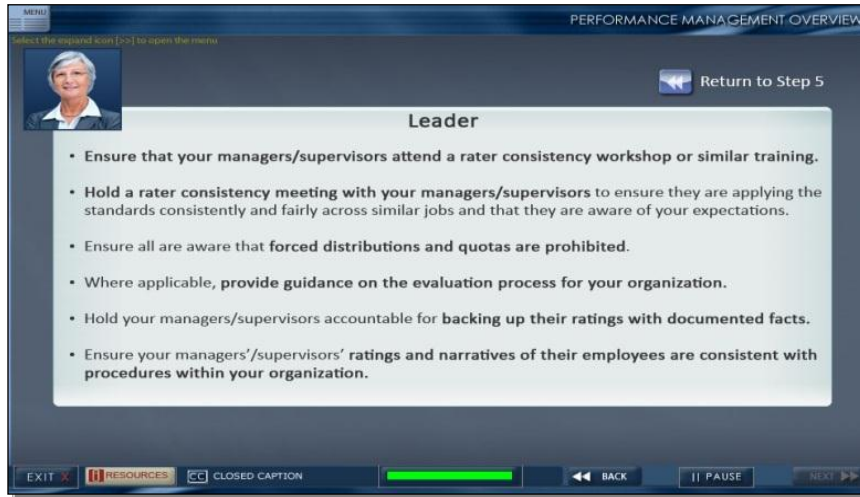
After employees submit their self-report of accomplishments, raters evaluate employee performance and write a corresponding narrative that justifies and supports the rating he/she assigned.



Screen 45

Screen Narration:

Select an individual or the resources image to learn more. When you are done, select the "Performance Management" graphic in the top right corner to learn about another step.

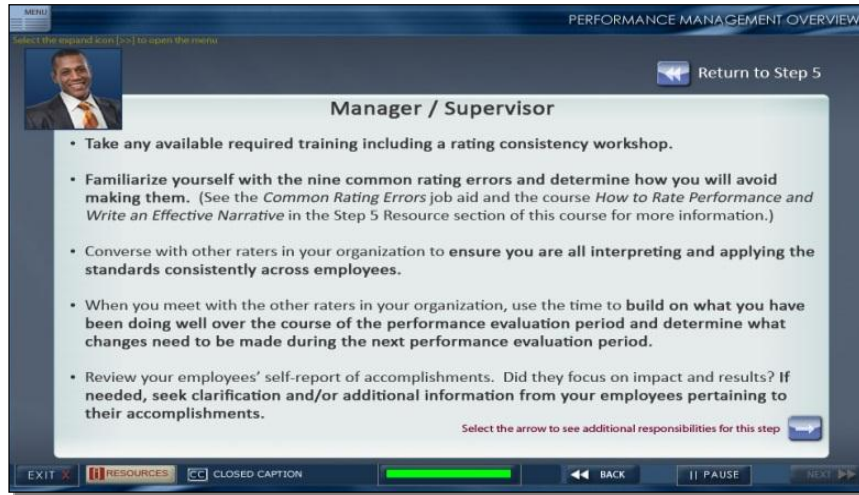


Screen 46

Screen Narration:

You can help increase the accuracy of the performance ratings your raters assign, and the quality of the narratives they write, by creating a culture that fosters a shared understanding of the process and consistency in ratings. Take a moment to read through the list of responsibilities and consider ways in which you can implement them.

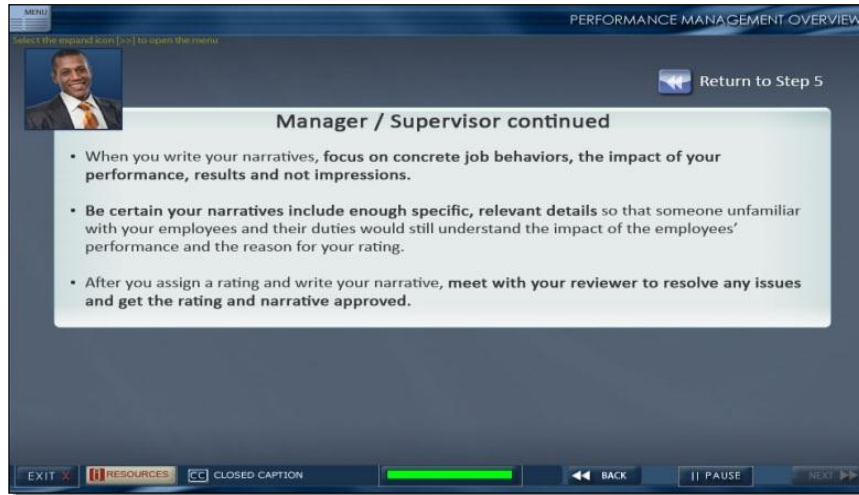
When you are done, select the "Return to Step 5" arrow.



Screen 47

Screen Narration:

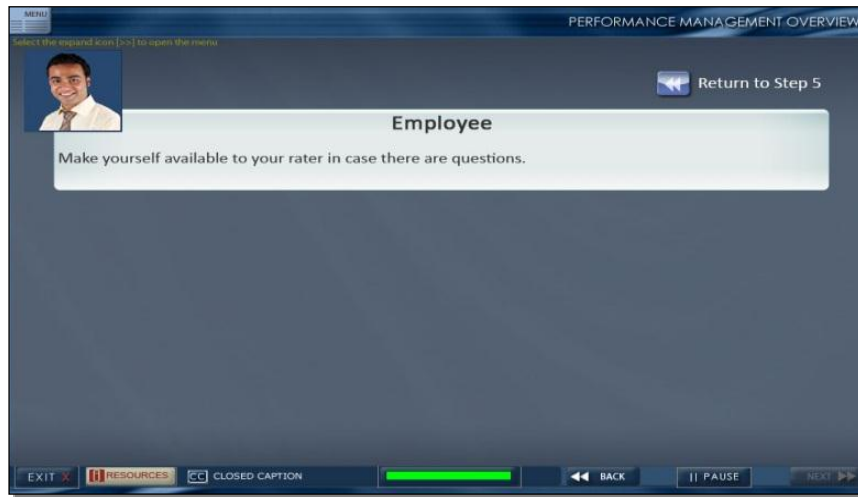
Accurate and consistent performance ratings and corresponding narratives start with a few key foundational actions. Take a moment to review the list of key actions and consider how you can implement them within your organization. When you are done, select the "Return to Step 5" arrow.



Screen 48

Screen Narration:

N/A



Screen 49

Screen Narration:

Make yourself available to your rater in the event you need to clarify information provided in your self-report of accomplishments. Select the "Return to Step 5" arrow.



Screen 50

Screen Narration:

Take a moment to review the course resources for Step 5. For a complete list of the resources tied to each step of the Performance Management Cycle, select the "Resource Summary" button. When you are done, select the "Return to Step 5" arrow.



Screen 51

Screen Narration:

The last step in the Performance Management Cycle is the formal performance evaluation. During this time, managers/supervisors meet individually with each of their employees to discuss the employee's performance and results over the last year, to share with the employee the rating the manager/supervisor assigned the employee and why he/she feels the employee earned the rating, to identify lessons learned as a means for improving the next cycle, and to communicate next steps in the performance evaluation process.

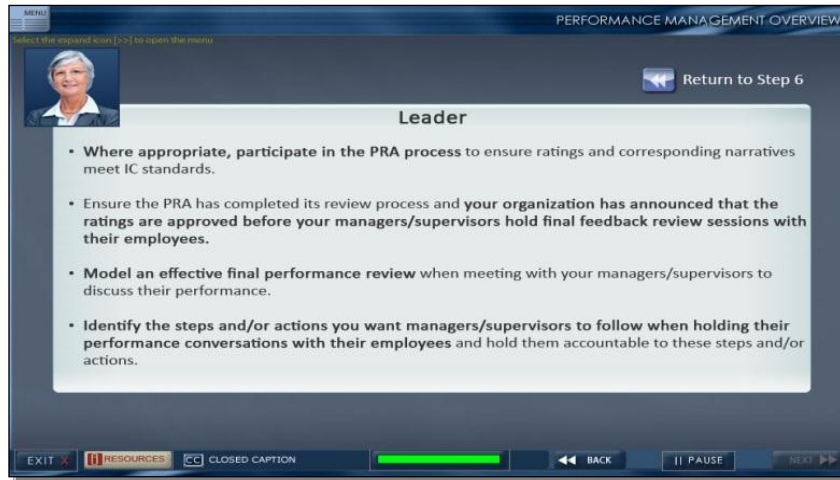
An employee's performance is considered for performance rewards which are administered at your organization's level.



Screen 52

Screen Narration:

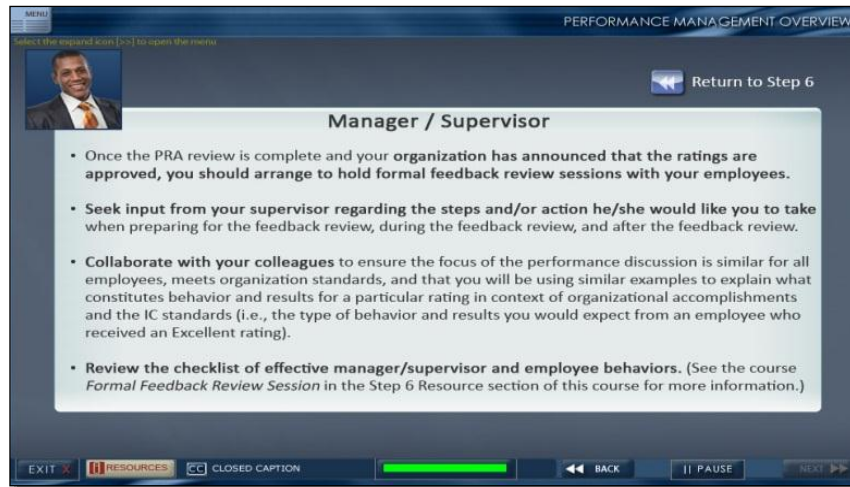
Select an individual or the resources image to learn more. When you are done, select the "Performance Management" graphic in the top right corner to learn about another step.



Screen 53

Screen Narration:

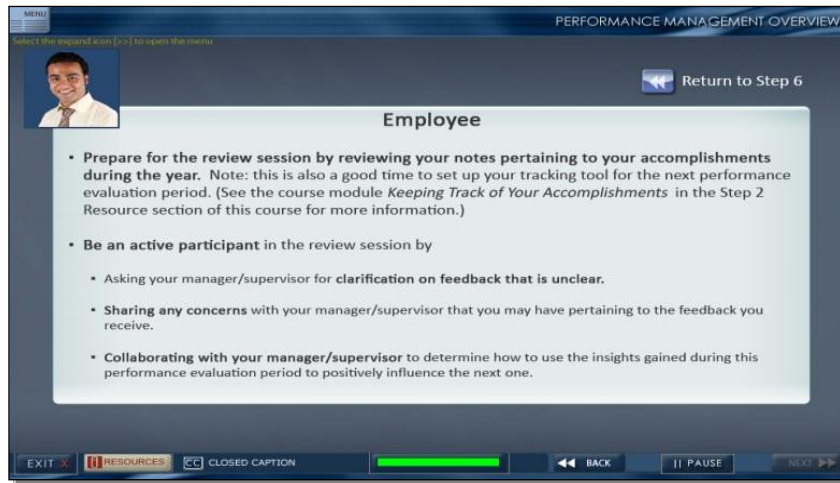
You can help your managers and supervisors hold effective performance review meetings with their employees by modeling the steps and/or actions you'd like them to follow when you meet with your managers and supervisors to review their performance. Your actions will speak louder than words. Take a moment to review the list of responsibilities. When you are done, select the "Return to Step 6" arrow.



Screen 54

Screen Narration:

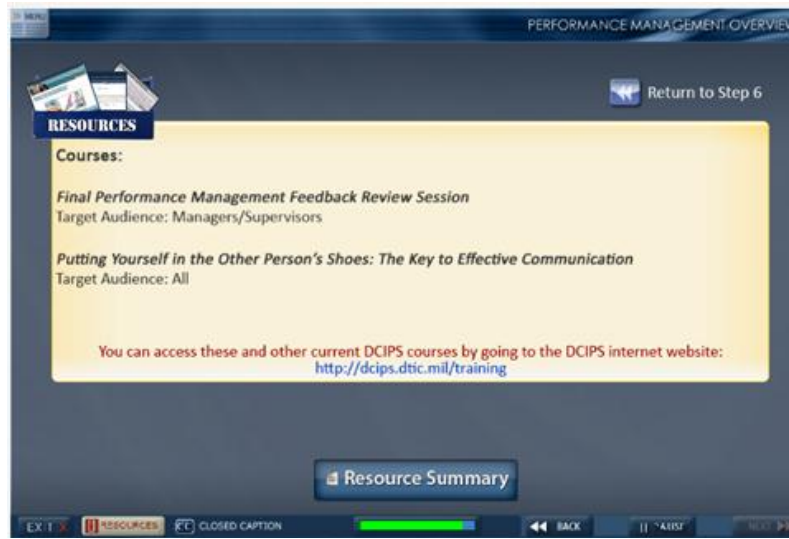
You can set the stage for an effective performance feedback meeting with your employees by following the responsibilities listed for this step. Take a moment to review the list. When you are done, select the "Return to Step 6" arrow.



Screen 55

Screen Narration:

You can contribute to the success of the final feedback review with your manager or supervisor by being an active participant in the meeting. Take a few moments to review the list of responsibilities and consider how you can implement them. When you are done, select the "Return to Step 6" arrow.



Screen 56

Screen Narration:

Take a moment to review the course resources for Step 6. When you are done, select the "Return to Step 6" arrow. For a complete list of the resources tied to each step of the Performance Management Cycle, select the "Resource Summary" button.



Screen 57

Screen Narration:

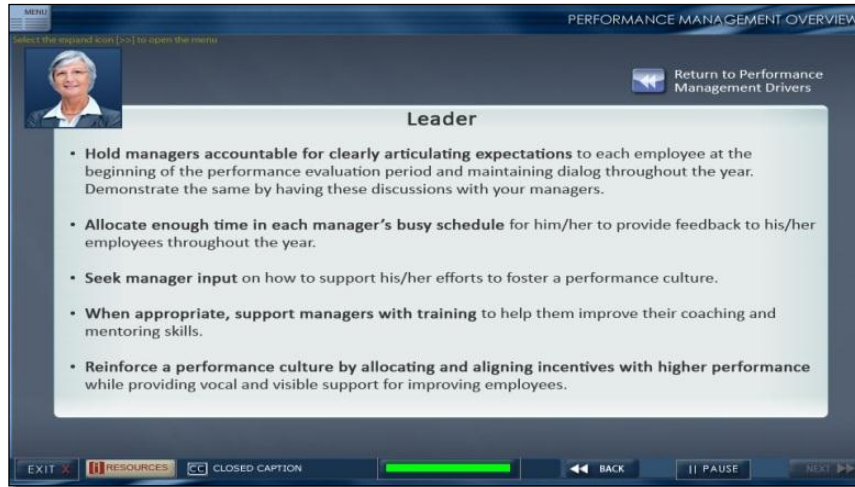
At the heart of performance management there are five key driving factors: understanding, open communication, trust, respect, and goodwill. The success of performance management increases dramatically when each step is implemented with these factors in mind.



Screen 58

Screen Narration:

Select an individual or the resources image to learn more. When you are done, select the "Performance Management" graphic in the top right corner to learn about another step.



Screen 59

Screen Narration:

Reinforcing a performance culture means building on the key driving factors of understanding, open communication, trust, respect, and goodwill. Take a moment to review the responsibilities on the list and consider how you, as a leader, can support a performance culture within your organization.

When you are done, select the "Return to Performance Management Drivers" arrow.

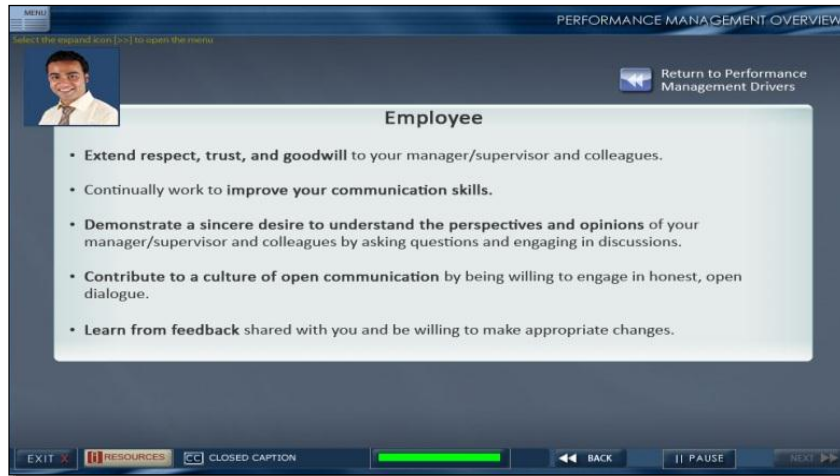


Screen 60

Screen Narration:

Reinforcing a performance culture means building on the key driving factors of understanding, open communication, trust, respect, and goodwill. Take a moment to review the responsibilities on the list and consider how you, as a manager or supervisor, support a performance culture within your organization.

When you are done, select the "Return to Performance Management Drivers" arrow.

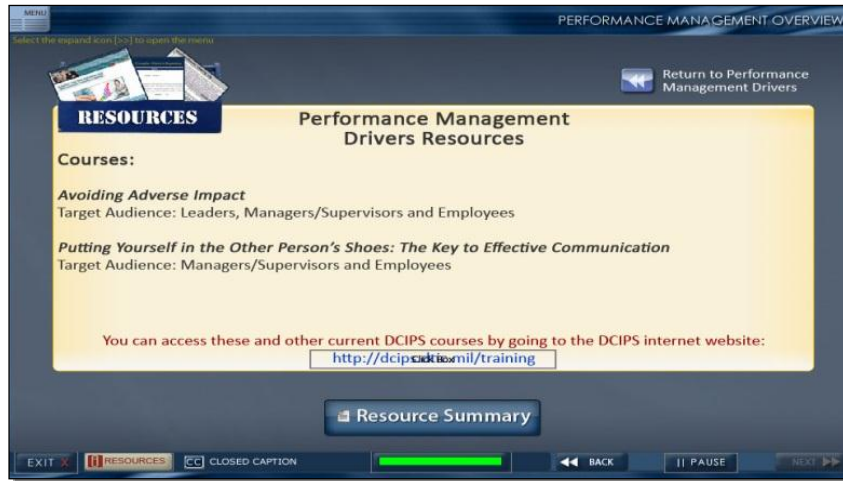


Screen 61

Screen Narration:

Reinforcing a performance culture means building on the key driving factors of understanding, open communication, trust, respect, and goodwill. Take a moment to review the responsibilities on the list and consider how you, as an employee, support a performance culture within your organization.

When you are done, select the "Return to Performance Management Drivers" arrow.

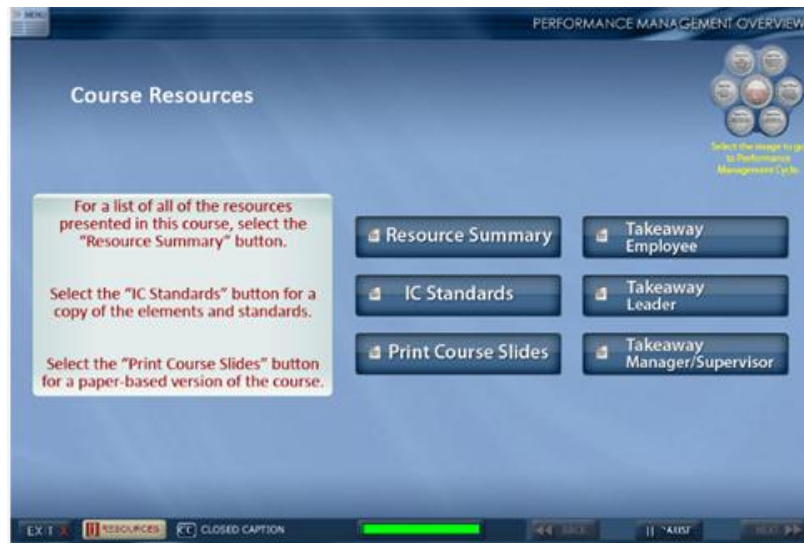


Screen 62

Screen Narration:

Take a moment to review the resources for the performance management drivers.

For a complete list of the resources tied to each step of the Performance Management Cycle, select the "Resource Summary" button. When you are done, select the "Return to Performance Management Drivers" arrow.



Screen 63 - Conclusion

Screen Narration:

For a complete list of the resources tied to each step of the Performance Management Cycle, select the "Resource Summary" button. For a copy of the IC Performance standards and elements, select the "IC Standards" button. Or, if you'd like a paper-based version of the course for reference, select the "Print Course Slides" button.

Thanks for taking a few minutes to learn more about the steps in performance management cycle, the individual responsibilities of leaders, managers/supervisors, and employees for implementing each step, and the resources designed to help you reinforce a performance culture.